OPERATIONS BUSINESS TEAM
September 27, 2000 (DRAFT)

	OPPORTUNITY CATEGORY	DECISIONS AND ACTIONS	STATUS / ISSUES / COMPLETION DATES	NEXT OBT REVIEW DATE	RESPONSIBLE PERSON(S)
1	*Costs & Cash Flow*	Capabilities of New Long Range Planning Model	Presentation made.	DONE	H. Burnley
2	Compliance	Case Identification & Retrieval	Presentation made reviewing plan to use Radio Frequency Identification (RFID) technology to identify and retrieve cases. JRN to be ST project sponsor. K. Morgan to review core team resource needs with Project Board and brief appropriate executive management on project.	DONE	J. Carboni
3	*Consumer Connection*	SCRP 2002 Commercialization Project Initiation	Presentation made. B. Smith to request approval of Design Project Initiation Document by 9/30/00 to initiate Commercialization project. Operations Planning to begin study looking at options for producing larger quantities (up to 100 bn in 4 years).	DONE	U. Nyffeler
4	Costs & Cash Flow	Flavor Center & KFI	Presentation made on status of project to provide liquid compounded flavors for KFI spray dried flavors at the Flavor Center.	DONE	D. Westra
5	Costs & Cash Flow	Manufacturing Yield Measures	Presentation made reviewing the following composite measures: Primary Waste, Plant OTM, Stem Extraction, Rod Weight Performance and Rejects. Next update in March 2001.	DONE	S. Rivera
6	Costs & Cash Flow	MONTHLY - Operations Budget Update for July/August	Update given reviewing budget status vs. 2000 2RF and 3RF.	DONE	M. Saine
7	Costs & Cash Flow	QUARTERLY - Review of Open Capital Projects	Review given of current status and preliminary projections for 2001. Will plan to accrue the balance of capital and expense for CC3 project.	DONE	M. Saine
8	Costs & Cash Flow	Symphony Go Live Schedule	Presentation made on Symphony 2000 status. Change over plan for weekend of 9/30/00 reviewed in detail.	DONE	H. Burnley
9	Organizational Capability	Finance Team Building Meeting	Presentation made and videos viewed reviewing Finance "Building Bridges Together" events.	DONE	M. Saine
10	Consolidation & Integration	Enterprise Software Standardization Project	K. Lowrance to make presentation. Time: 30 min.	TBD	H. Long

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11	Costs & Cash Flow	Strategic Plan - Project Resource Discussion	L. Pulsifer to facilitate discussion. Time: 4 hrs.	TBD	H. Burnley
12	*Consumer Connection*	Banded Paper Cigarette Licensing	D. Clark to make presentation. Time: 30 min.	9/28/00	U. Nyffeler
13	Compliance	EHS Assessment 1st Half 2000 Results	C. Stiff to give review. Time: 30 min.	9/28/00	D. Milby
14	Compliance	Product Special Situations & Interim Product Retrieval Training	R. Fenner & A. Cook to make presentations. Time: 1 hr.	9/28/00	J. Carboni
15	Compliance	QUARTERLY Review - Warrant Response Plan	J. Holleran to circulate plan for revisions prior to meeting. Time: 5 min.	9/28/00	J. Holleran
16	*Costs & Cash Flow*	*Strategic Plan Measures*	*K. Kriva to make presentation. Time: 30 min.*	*9/28/00*	*H. Burnley*
17	*Organizational Capability*	*Strategies for Hourly Hiring*	*S. Tansey, J. Blunt & P. Vick to make presentation. Time: 45 min.*	*9/28/00*	*K. Benner*
18	Other	Lunch With SWM Board of Directors at MC	*D. Beran, D. Milby, S. Rivera, U. Nyffeler, H. Long and C. Schwartz. Time; 12:00 - 1:00*	9/28/00	H. Long
19	Quality System Implementation	3rd Quarter Management Review	J. Carboni & R. Fenner to make presentation. Time: 45 min.	9/28/00	J. Carboni
20	Quality System Implementation	Manufacturing Quality System Implementation Plan	J. T. White to make presentation. Time: 30 min.	9/28/00	J. Carboni
21	Quality System Implementation	Quality System S Curve & Milestone Update	J. Williams to give updates. Time: 15 min.	9/28/00	J. Carboni
22	*Compliance*	*Proposed Communication Plan to Employees (Regarding Workplace Safety Issues)*	C. Stiff to make presentation. Time: 30 min.	10/12/00	C. Schwartz
23	Compliance	SEMI-ANNUAL Safety System Management Review	D. Merrill & C. Stiff to coordinate review.	10/12/00	D. Milby
24	Costs & Cash Flow	MONTHLY - Operations Budget Update for September	E. Johnson to give update. Time: 30 min.	10/12/00	M. Saine
25	Costs & Cash Flow	Project Symphony Update	H. Burnley to make presentation. Time: 30 min.	10/12/00	H. Burnley

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26	Costs & Cash Flow	QUARTERLY Review - Strategic Equipment Reserve	R. Arents to make presentation. Time: 20 min.	10/12/00	H. Burnley
27	Incentives & Compensation	IC/Stock Review	Time: 2 hrs.	10/12/00	K. Benner
28	Quality System Implementation	Quality System S Curve & Milestone Update	J. Williams to give updates. Time: 45 min.	10/12/00	J. Carboni
29	Costs & Cash Flow	Operations Strategic Plan Update	L. Pulsifer to facilitate review by OBT for direct reports.	10/26/00	H. Burnley
30	Costs & Cash Flow	MONTHLY - Operations Budget Update for October	E. Johnson to give update. Time: 30 min.	11/30/00	M. Saine
31	Costs & Cash Flow	QUARTERLY - Review of Open Capital Projects	R. Sarmento to make presentation. Time: 30 min.	11/30/00	M. Saine
32	Costs & Cash Flow	Strategic Plan Review	L. Pulsifer to facilitate review. Time: 1 hr. 30 min.	11/30/00	H. Burnley
33	Organizational Capability	Technical Ladder Promotion Review	R. Driver to facilitate. Time: 2 hrs.	11/30/00	K. Benner
34	Quality System Implementation	Quality System S Curve & Milestone Update	J. Williams to give updates. Time: 45 min.	11/30/00	J. Carboni
35	Costs & Cash Flow	MONTHLY - Operations Budget Update for November	E. Johnson to give update. Time: 30 min.	12/18/00	M. Saine
36	Costs & Cash Flow	Strategic Plan Review	L. Pulsifer to facilitate review. Time: 1 hr. 30 min.	12/18/00	H. Burnley
37	Quality System Implementation	Quality System S Curve & Milestone Update	J. Williams to give updates. Time: 45 min.	12/18/00	J. Carboni
38	Compliance	QUARTERLY Review - Warrant Response Plan	J. Holleran to circulate plan for revisions prior to meeting. Time: 5 min.	12/18/00	J. Holleran
39	Quality System Implementation	SEMI-ANNUAL - Review of PM USA Sanitation Program	D. Chadick to make presentation	1/12/01	R. Cox & JAC
40	Costs & Cash Flow	Manufacturing Yield Measures	J. Calloway to give update.	3/15/01	S. Rivera

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